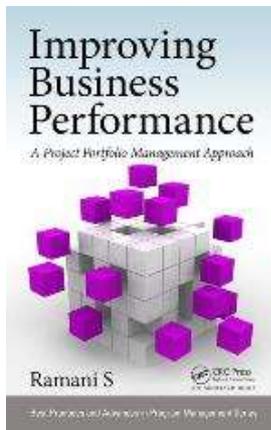


## PM WORLD BOOK REVIEW



Book Title: ***Improving Business Performance: A project portfolio management approach***

Author: **Ramani S**

Publisher: CRC Press – Taylor & Francis Group

List Price: \$67.96    Format: Hard Cover, 216 pages

Publication Date: 12/17/2015    ISBN: 978-1-4987-4194-1

Reviewer: **Patrick James**

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### Introduction

This book is a result of discussion with several successful business leaders and project portfolio managers. Author Ramani has made this single reference that covers portfolio, program, and project management perspectives, highlighting how these concepts contribute to the better performance. This book also include topics on transition management, change management, benefits management as well as enterprise project management. Study cases, graphs and templates have been added for better understanding.

Author has attempted to put together comprehensive solutions that can enable commercial and non-profit organizations in achieving their strategic objectives, delivering superior business performance and enhancing their professionalism. Definitions, graphs, tables and illustrations are easy to follow and remember.

### Overview of Book's Structure

This book consists of 9 Chapters with topics including defining Change, It all Commences with Strategy! Project portfolio management, the core of program management, change initiative integration into operations i.e. transition management as well as change management and stakeholder engagement.

All chapters provide in depth knowledge, understanding and concept of change management which are easy to follow and understood. Every chapter unveil different concepts and provide wide range of real time business cases and conclusions based on different change management scenario. This book is an extract of in-depth study of project portfolio management for managing organizational change.

In Chapter 2: It All Commences with Strategy! Project Portfolio Management; Author Ramani has put together steps to define and mange change. A rational first step to

take while refining strategy is to assess “as is” stage, by studying current data, where do organization stand today with reference to the industry and the competitive landscape.

Different tools and concepts have been put together; for example SWAT analysis, Matrix-Application by Boston Consulting Group, application of Balanced Scorecard (BSC) to portfolio management, Providing key steps to Portfolio Definition and Implementation i.e. Collect, Clarify, Evaluate and Prioritize and Reconcile.

## Highlights

This book consists of advanced study and research on project portfolio management for managing changes within organizations. Theories, research and case studies will help top level decision maker to think outside the traditional project portfolio management cycle and adopt changes that will help organizations identify and manage core risks and road blocks and will lead change management project into success. Here are few quotes in this book that I would like to share:

- It is not mandatory to attain a high level of maturity and capability in project and program management. This is a fallacy held by many organizations as they continue to hone the project and program management competencies, while not reaping the benefits
- One of the critical requirements of a program resource management plan is to undertake long-term capacity planning requirements for the program and find out how to acquire them. These resources can be acquired from functional department, contracted resources, and the like
- Many of the change initiative are planned well, but execution remains a challenge. The integration into operations and realizing the outcomes and benefits is where “the rubber meets road
- The maturity level involves organizations with formal, documented, and defined project management standards, systems, and procedures. All projects will need to consider this centralized standard, but are free to flex it to suit the scale of the project

This book will certainly help experienced Project, Program and Portfolio Managers and their organizations to successfully execute and complete change management projects and attain their strategic goals.

## Highlights; What I Liked

I like the fact that this book is not about traditional projects but the focus is on Project Portfolio Management for Business Process Performance. Focus of this book is to target PMOs that are struggling with challenges of change management. Author has presented a broader view of change management from top level senior most

executives all the way to employees at the very end of the management ladder. When change happens in an organization that effects all level of management.

I like that Mr. Ramani has highlighted the importance of engagement at all level management is a true key to success when organization are going through changes. This book is also a reference guide for all level of management. PMO and senior management can definitely take advantage of this comprehensive guide to change management. Every chapter and topic of this book is a summary of author's more than 25 years of experience and knowledge in this field. I am glad that Mr. Ramani is very generous to share his knowledge and experience so that we can learn from it and be successful in our next Business Improvement and change management engagement.

### **Who might benefit from the Book?**

This book is for all level of PMs and PMO organizations that are interested in taking their change management projects to next level of success. True guide for new PMs as well so that they can learn and engage themselves with the right mindset and be successful in their carrier. Not only PMs and PMO can take advantage of this book but all level of management can learn a lot from it as well. Since managing change is not a sole responsibility of project managers but the responsibility of the entire organization at all levels.

Organization should consult this book before they engage themselves in another change in their organizations. A great reference guide with easy to understand concepts and theories. Charts, graphs and templates are great way to track and manage change management projects.

### **Conclusion**

This book is a comprehensive guide for all the organizations and their management team who are planning on their next big change within their organization. This book will walk you through all the steps for planning executing, managing, controlling and successfully closing your next performance improvement project. Book is a collective effort of an author who has identified and felt the need to address the importance of change management. Organizations and individuals can take advantage of different theories, concepts and ideas that are being presented to manage project. A lot has been written on this same topic but this book is a complete guide to business performance improvement and how you can incorporate and manage performance improvement at project portfolio level.

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For more about this book, go to: <https://www.crcpress.com/Improving-Business-Performance-A-Project-Portfolio-Management-Approach/S/p/book/9781498741941>

*Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published. Chapter members are generally mid-career professionals, the audience for most project management books. If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@peworldjournal.net](mailto:editor@peworldjournal.net).*

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## About the Reviewer



### **Patrick James MBA, PMP**

North Texas, USA



**Patrick James** graduated from Punjab University with a major in Mathematics & Statistics; he earned his MBA in Marketing from Preston University. He earned his PMP Certification from the Project Management Institute (PMI®) in 2014. 8 years ago while working as an analyst he slowly started advancing his true passion to work as a project manager, to manage complex and challenging projects. Over the last 6 years he has successfully managed several Business Process Improvement and re-engineering projects. Patrick likes working with cross-functional teams in a collaborative environment. An active member of PMI and the local Dallas PMI Chapter, he likes to read articles & books on Project Management, IT and Business Optimization. Patrick is currently working as Project Manager – BPO for an IT Network Solutions Company in the DFW area of north Texas.